Green Human Resource Management Practices in Information Technology Industry: A Study of Selected Companies with Specific Reference to National Capital Region

A SYNOPSIS

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INTRODUCTION

Human resource management is that part of the organization which is concerned with the people dimension. It deals with human relations of an organization starting from recruitment to employee relation. It is a process of acquisition, development, motivation and maintenance of human resources of an organization. Edwin Flippo defined human resource management as planning, organizing, directing, controlling, development, compensation, integration, maintenance and separation of human resources in order to achieve individual and organizational objectives.

Green human resource management was coined as a term almost ten years ago by Renwick, D.W.S. Redman, T. and Maguire,s in 2008 in their study green human resource management: A Review, Process Model, and Research Agenda. According to Renwick et al, (2008), the integration of corporate environmental management into human resource management is termed as green human resource management. These scholars broadly specified that distinguished policies in the field of recruitment, performance management & appraisal, training & development, employment relations & pay and reward are considered as powerful tools for aligning employees with an organization's environmental strategy.[1]

The industrial evolution had led to an exponential increase in the human consumption of resources. This unsustainable consumption of resources has turned into drastic environmental issues on the globe. To cope up with imminent serious harms of that limitless consumption every entity should require a serious move towards the practices of sustainable living and development. In today's scenario, some prevailing and widely accepted green practices need to be adopted by all stakeholders as a part of that move. In streaming of that, many organizations have adopted various green practices related to their 7P's to develop a structure of permanence. Among them green human resource management is a plethora of sustainable development.

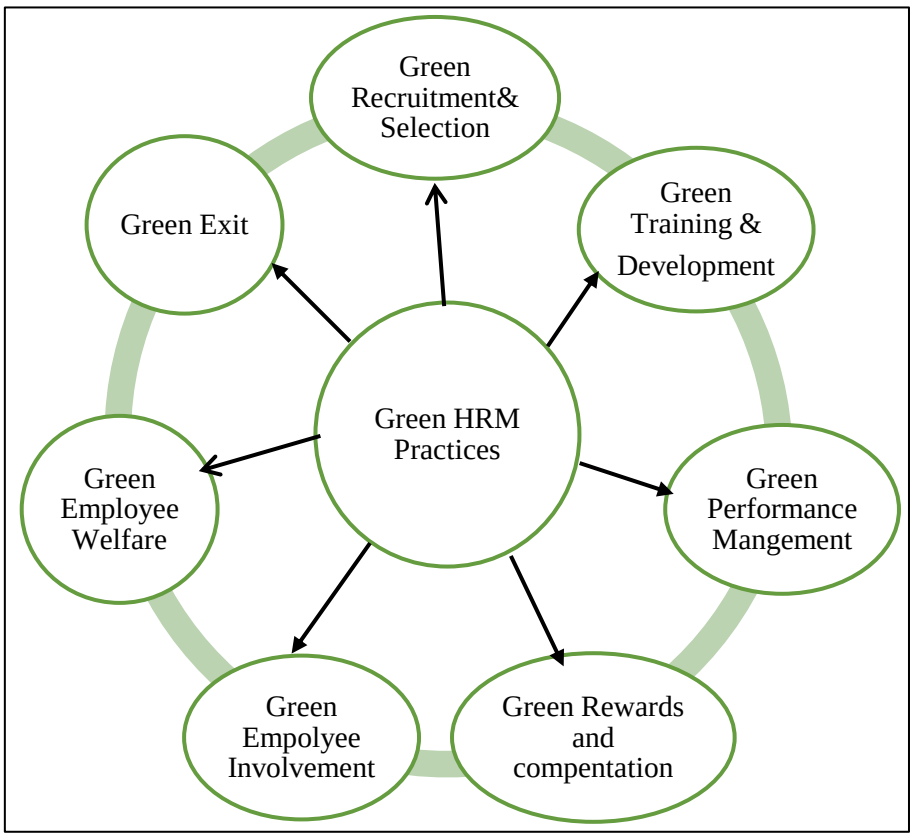
The concept of green human resource management came from western part of the world and in 2017 all United Nations member states have adopted sustainable goals like affordable and clean energy, green innovation, clean water and sanitation, sustainable communities, responsible consumption, production and sustainable economic growth. Green human resource management incorporates environment-friendly human resource practices for sustainable use of resources which results in more

efficiency, less wastage, improved job related attitude, lower costs, improved employee performance and retention. These green practices include recruitment & selection, training & development, performance management, rewards & compensations, employee involvement and welfare.

Green human resources management (GHRM) can be defined as the set of policies, practices, and systems that stimulate a green behavior of a company's employees in order to create an environmental sensitiveness and resource efficiency at workplace. The primary focus of green human resource management is to achieve the objectives like cost saving, corporate social responsibility, talent acquisition management and gaining an advantage over the competition.

Green human resource management involves the whole professional cycle of an employee which starts with recruitment and ends with exit process. In recruitment & selection process organizations use technology like online interviews to reduce paper and transport cost. Organizations also check green behaviour in aptitude test and maintaining the database of employees. Online portals are used instead of keeping it in hard format. Organizations focus on giving training about green practices to influence the employee behavior and working methods.

Figure 1: Professional Cycle of an Employee



Today, organizations are including sustainable goals for employees in their management strategies and job description. Further the performance appraisal has one dimension of sustainability for appraising the employees which is helpful in transforming and motivating them to adopt green practices. Along with that appraisal process has been accomplished through online or with the help of software.

There are rewards and compensations for the employees who take green initiatives and for the best contribution in sustainable goals of organizations. In exit interview, organizations expect their employees to share their experiences related to sustainable practices which should be further helpful in adopting green practices.

Factors Affecting Green Human Resource Management:

Various identified factors based on secondary data which may affect the green human resource management practices are classified as:

1. Economical
2. Social
3. Environmental
4. Government Policy
5. Top Management commitment
6. Organizational Culture
7. Leadership Style
8. Information System
9. Education and training

Relevance of Green Human Resource Management:

- **Green business decisions:** Environment friendly employees do not make any compromise with environment friendly practices. They are not afraid in adopting new technology, strategies and techniques in green development. These commitments of employees motivate managers to take green decisions.

- **Preferred employer:** Green organizations are most preferred by new talents or job seekers so as to learn and add value to their profile. It is a win-win situation for both the employer and the employee as it gives a competitive edge in the market.
- **Higher retention of employees:** A survey by Society for Human Resources Management (SHRM) found that green organizations have lesser attrition rates as compared to their non-sustainable counterparts. Employees are likely or very likely to continue working in the organizations because of their green policy and practices.
- **Better sales:** Every step towards environment-friendly practice improves brand image in the mind of customer. After seeing anti-environmental conditions like burning of Amazon rainforest, people are seeking for ecofriendly practices and products.
- **Reduced energy costs:** Energy costs are a prime concern for organizations. Switching to energy-efficient practices reduce long-term energy costs.
- **Tax incentives:** There are various tax credits for organizations who proactively implement more sustainable improvements towards environment friendly practices.
- **Boost workforce morale:** Adoption of sustainability is a collaborative effort. When employees work together in implementing sustainable initiatives, it fosters a culture of teamwork and continuous improvement. Employees work more effectively when they have a sense of pride in their company.
- **Societal impact:** By implementing sustainable changes, an organization will have a smaller carbon footprint and reduces the number of toxins released into the atmosphere which will be beneficial for society.

Challenges of Green Human Resource Management:

- **High Costs**: In comparison to conventional projects the costs of green projects are higher. The capital costs are usually higher in green projects than conventional projects.
- **Technical difficulties:** Employees face difficulties to adopt technological advancement as they are not capable enough to bear the change and they are comfortable with their old process of doing assignments.

- **Lack of systematic approach**: Authorities are not able to adopt proper planning due to overloaded projects which results in improper utilization of resources.
- **Long adoption process:** There could be high cost of failure on adopting innovative ideas in ongoing projects so business are not ready to adopt new technology. Testing of new ideas take long time in approving them.
- **Unfamiliarity with green technologies**: Unfamiliarity of contractors, developers, clients and customers with green technology, products and systems become the barrier in implementing green technology in product development.
- **Difficult to alter the behaviour:** Every individual has different level of motivation and it is hard to alter the behaviour of every employee by giving them same kind of training.
- **Slow rate of return:** Adopting green practices is a long term investment and has a very slow rate of return.

JOB PERFORMANCE:

Job performance is an assessment of a person related to a particular job and it is a value addition through the individual behavior in standard period of time. According to Campbell (1990) job performance relates to the act of doing a job within an organization.

Organizational resources like infrastructure and psychological factor like training affects performance at three levels as micro level (individual), meso level (group) and macro level (organization). Job performance evaluation is a major tool adopted by the organizations in evaluating the quantitative and qualitative contributions rendered by their employees.

GREEN HRM AND JOB PERFORMANCE:

Green human resource management is a system that motivates the employees and helps to understand the green culture in the organization. The employee's performance level, attitude, behavior and competencies can be shaped and reshaped by applying green human resource management practices Green human resource management has a positive influence on the mind set of employees. They feel that apart from their functional contribution on the job, they have greater responsibility in preserving the environment. Employees in the present scenario understand the environmental consciousness and follow the green values and practices in the organization.

INFORMATION TECHNOLOGY INDUSTRY IN INDIA:

Indian Information Technology services came into existence in 1967 with the establishment of partnership of TATA Group and Burroughs. The Indian National Task Force on Information Technology and Software Development has been established for the development of information technology sector in 1998 and was included in top five priorities by former Prime Minister Mr. Atal Bihari Vajpayee.[2]

India has seventy percent of global digital talent of the world and it makes India as a hub of digital proficiency in the world. There are 1000 global delivery centers of Indian information technology companies in eighty countries across the world. The export of information technology services has been increased up to US$ 137 billion in financial year 2019 while domestic revenue increased up to US$ 44 billion including hardware. Information technology industry has contributed around eight percent to India's GDP and it is expected to contribute ten percent by 2025. It is leading in information technology services across the world with approximately fifty five percent market share of US$ 185-190 billion.[3]

PROFILE OF SELECTED INFORMATION TECHNOLOGY COMPANIES:

Researcher has chosen top three information technology companies on the basis of rank given by India Brand Equity Foundation which is a Trust established by the Department of Commerce, Ministry of Commerce and Industry, Government of India. The chosen companies are as follows:

1. Tata Consultancy Services:

Tata Consultancy Services Limited was established in 1968 with the name "Tata Computer system" and the parent organization of TCS is Tata Sons Limited.[4] The Chief Executive Officer and Managing Director of Tata Consultancy Services (TCS) is Mr. Rajesh Gopinathan.[5] It is world's third largest information technology company that has crossed $20 billion in 2018-19. TCS has more than 400,000 employees in India[6]and it has around twenty thousand employees in national capital region of India. TCS provides various types of services like information technology services, business solutions, integrated portfolio of information technology, BPO, infrastructure, engineering and assurance services.[7] The sustainable practices carried out by TCS are recognized globally and titled as top world's greenest company by Newsweek magazine.[8] It has achieved global green score of 80.4% for its green initiatives and innovations for agriculture and community development.

2. Infosys

Infosys was established by seven engineers in Pune, Maharashtra in 1981. It was registered as Infosys Consultants Private Limited on 2nd July, 1981 and it relocated its office to Bangalore, Karnataka in 1983.[9] The Chief Executive Officer and Managing Director of Infosys is Mr. Salil Parekh.[10]Infosys is one of the leading companies with market capitalization of Rs. 35, 3107.54 crore.[11]Infosys is growing rapidly as it has increased its revenue by 14% from Rs. 19,128 crore to Rs. 21, 803 crores in 2018.[12] Infosys had approx. 228123 employees in March 2019[13] in which five thousand employees in national capital region. Infosys provides various services like management consulting, business applications and software testing and covers almost every software niche market. It is one of the biggest information technology companies in India. Infosys has won many awards and recognitions for its contribution in industry and country. Infosys has contributed in sustainability and it has reduced around 50% of energy consumption.[14]

3. Wipro:

The company was incorporated on 29th December, 1945 in Amalner, Maharashtra by Mr. Mohamed Premji as "Western India Palm Refined Oil Limited." During 1970-80 the company shifted its focus to new opportunities in the IT and computing industry.[15] The Chief Executive Officer and Managing Director of Wipro is Mr. Abidali Z. Neemuchwala.[16] Company's revenue rose 10.2% to Rs.15,060 crore from Rs.13,669 crores in 2018.[17] It has over 160,000 employees[18] out of which approx. ten thousand employees are in national capital region. It provides various software services like cloud management, testing and data integrations and covered almost entire niche market of software. Wipro provides many services which can reduce energy consumption and prevent waste. The corporate headquarter of Wipro is situated in Pune is the most eco-friendly building in information technology sector across the country.

REVIEW OF LITERATURE

The researcher has adequately reviewed the existing literature and broadly categorized into the following sections:

NATIONAL:

1. Dr. J.K.Kalpana Devi (2018) in her study "Influence of Green HRM Practices on Employees Performance Level – A Study with Reference to Literature Review" stated that Green human resource management practices not only improve employee performance but also improve the organizational performance. Green practices can develop green behavior in employees and increase their moral at work and result in the form of increasing employee performance.[19]
2. Mrs. Vimala and B.S Miss ShriyankaAmbli (2018) in their study "Green HRM – An Innovative Approach to Environmental Sustainability" explained various green practices and mentioned that green HRM is not only increasing the reputation and brand image but it also provides tangible benefits to an organization."[20]
3. Jayashree patil (2018) in his study "Human Resource management: Role of HR Manager to Achieve sustainability" discussed that HR managers can play crucial role in making the pollution free campus by implementing HR polices.[21]
4. M. Patchiappane and Dr. J. Rengamani (2018) in their study "A Study on The Job Satisfaction and Performance of Indian Seafarers" stated that the job satisfaction factors such as facilities, work environment, long time away from the family, conflict, mental strain of accomplishing the set-task, lack of rewards for accomplishment, lack of self-confidence to work, feeling of threat, physical oppressiveness, mental oppressiveness, unpleasant work conditions, lack of support, blaming cultures and sense of responsibility will affect the morale of the seafarers and will result in seafarers performances and their productivity.[22]
5. A. Catherine Diana (2017) in his study "A Study on Effectiveness of Green Recruitment practices among HR Executives of IT sector" explained that Green practices could be successful only if the Human resources hired as employees understand the importance of their contribution to the success of the organization and the economy as a whole. Adopting green

practices in just Recruitment alone is not sufficient, it can be done for the various processes of the Organization through which we can reduce the harmful impact we create in the ecology.[23]

6. Ayeswarya (2017) in her study "A Study on Green Human Resource Management Practices and its Impact" stated that organizations have started conducting energy audits, surveys, recycling the resources, reduce transportation, save water and other environmental practices that will result in cost reduction, increasing market shares and satisfaction to all stakeholders.[24]
7. Dr. T Rita Rebekah and Dr. A Madhu (2017) conducted a study "The Practice of Green HRM and Its Endurance with Reference to Tier II IT Industries." They analyzed that without facilitating the human resource and implementing sustainable policies, going green would be a hard nut to crack. IT Companies are required to encourage product, process, design, and technology innovation which will relate to devising strategies for society that will enable healthy, peaceful, damage free society with adequate natural resources availability to human future.[25]
8. Sasmita Nayak and Vikashita Mohanty (2017) in their study "Green HRM for Business Sustainability" concluded that Green HRM focuses on rules, regulations, recruitment, selection, induction, training, performance appraisal, counseling, safety and welfare concern of employees. Green HR practices also focused on improving HR practices for business sustainability, reducing wastages etc. Green HR initiative results higher productivity and builds an appropriate climate for business.[26]
9. Priya Saini & Kamlesh Kumar Shukla (2016) in their study "Green Recruitment: A New Tools of Cost Cutting" stated that Green recruitment means a paper-free recruitment process with a minimal environmental impact. Applications are invited through online mediums like e-mail, online application forms or the Global Talent Pool. If possible, telephone or video-based interviews are conducted to minimize any travel-related environmental impact.[27]
10. Evpa s. pallavi and M.V.Bhanu (2016) in their study "Green HRM:A Way for Corporate Sustainability" explained that employees and experts must create linkage between participation and involvement in ecofriendly management programs to improve organizational sustainability.

There should be focus on encouraging green practices which can increase productivity and brand image.[28]

11. Suruchi Pandey, Vivek Viswanathan and Preeti Kamboj (2016) conducted a study "Sustainable Green HRM – Importance and Factors affecting Successful Implementation in Organizations" and analyzed various factors affecting organizational practices like employee perception, motivation level, organizational culture, ability of cost along with that researchers also found other external factors like government, customers and supplier who affect the implementation of green HRM. [29]
12. Sharanya SR & R. Radhika (2016) in their study "A Study on Green Human Resource Practices in IT Sector with Special Reference to Technopark" stated that management should provide online training programs for employees regarding environmental issues, recruit employees who are aware about green HRM it will increases employee engagement, participation and also reduces employee turnover. Green HR Practices not only help for branding but also it increases organization revenue and cost cutting.[30]
13. Chandana Sanyal, Dr. Julie Haddock-Millar and Professor Michael Müller-Camen (2015) in their study "The role of employee engagement in managing environmental performance: a case study in a multinational food service retailer" explained that organizations should include some indicators and standards in their performance management system. It is not possible to achieve the policy of employee's engagement without involving employees which is the most important part for adopting green practices.[31]
14. Deepak Bangwal and PrakashTiwari (2015) in their study "Green HRM – A way to greening the environment" stated that Green human resource management practices make intuitive sense that would attract an employee towards organization and implementation of these practices which would result improvement of employees attitude and behavior within the organization.[32]
15. C. M. Mathapati (2013) in his study "Green HRM: A Strategic Facet" discussed that Green initiatives in organization would make everyday life of employees easy and less loaded which

provides greater efficiency and cost benefits. Further green initiatives are helpful for employees that result in better organizational performance.[33]

INTERNATIONAL:

16. Kelvin Mwitaand Stella Malangalila Kinemo, (2018) in their study "The Role of Green Recruitment and Selection on Performance of Processing Industries in Tanzania: A Case of Tanzania Tobacco Processors Limited (TTPL)" found that the organization which have green recruitment and selection practices are more attractive and bring most attractive talent as compared to other organizations.[34]
17. Ali H. Halawi & Wael Sleiman Zaraket in their study "Impact of Green Human Resource Management on Employee Behavior" found that organization should go for green HRM practices to face the competitive challenges. For implementing green human resource management companies should focus on employee not only their work place but also in their private life.[35]
18. Sally Margaret Sally Margaret Sakwa (2018) conducted a study "Factors affecting Implementation of Green Human Resource Practices in the Civil Service in Kenya." and analyzed that for the successful green human resource management implementation, organizations should include green practices in its goals and strategies. Researcher rated employee involvement at higher level and other practices as supporters in the implementation of green human resource management.[36]
19. Konstantina Nikolopoulou & Kalina Reycheva, (2018) conduct a study on "Sustainable Competitive Advantage through Green Human Resource Management". and analyzed environmental practices in every part of HRM and how they effect in organization productivity & competitive advantage in market.[37]
20. Edyta Bombiak and Anna Marciniuk-Kluska (2018) conducted a study "Green Human Resource Management as a Tool for the Sustainable Development of Enterprises: Polish Young Company Experience". Researchers observed that there is a strong positive correlation between the evaluations of the impact of individual activities within green HRM on sustainable

development. It is also a tool for increasing competitiveness to enhanced image, cost reduction, improved customer relations and increased employee satisfaction, loyalty and motivation.[38]

21. Adimuthu Ramasamy, Ishmael, Inore and Richard Sauna (2017) in their study "A Study on Implications of Implementing Green HRM in the Corporate Bodies with Special Reference to Developing Nations" established how HR practices can be managed from a "green" perspective levels and offered relevant recommendations as optimal solutions to the successful implementation of the green HRM in different organizations.[39]
22. Ebru Aykan (2017) in his study "Gaining a Competitive Advantage through Green Human Resource Management" stated that improved environmental performance of executives of the lowest level workers reduced carbon footprint through monitoring and developing technological innovations, efficient resource utilization.[40]
23. Rezaei-Moghaddam, K. (2016) in his study "Green Management of Human Resources in Organizations: An Approach to the Sustainable Environmental Management" discussed that there should be green practices involved in every part of human resource management. He also said that people have different mindset to adopt new things so employees should be divided according to their mind set for the best implementation of green HRM.[41]
24. Dr. Sabnam Jahan and Md. Mamin Ullah (2016) conducted a study on "The Emerging Roles of HR Professionals: Green Human Resources Management (Green HRM) Perspective". They analyzed that various HR polices, top management involvement, teamwork and positive work environment are extremely important for adopting green HRM practices.[42]
25. Catherine Diana (2016) in his study "A Study on Effectiveness of Green Recruitment practices among HR Executives of IT sector" stated that majority of the HR executives feel the comfort of green recruitment as an effective method of sourcing the right candidate.[43]
26. Arunasalam Sambhanthan and Vidyasagar Potdar (2015) in their study "Green Business Practices for Software Development Companies: An Explorative Text Analysis of Business Sustainability Report" examined twenty two components which can make organization green and sustainable namely green building, green energy, green factory, green datacenters, green

infrastructure, green initiative, green innovation, green packaging, green portfolio, green power, green practices, green procurement, green products, green program, green power, green rating, green solution, green space, green team , green tech and green supply.[44]

27. Soheab Ahmad (2015) in his study "Green Human Resource Management: Policies and Practices" explained that Green HR is still in the stage of infancy. Although awareness among employees within organizations has compelled them to embrace environment-friendly HR practices which includes waste management, recycling, reducing the carbon footprint, and producing green products.[45]
28. Yusliza Mohd Yusoff, Nur Zahiyah Othman, Yudi Fernando & Azlan Amran (2015), in their study "Conceptualization of Green Human Resource Management: An Exploratory Study from Malaysian-based Multinational Companies" stated that most of the companies give more importance on green HRM on the basis of five concepts – Corporate Social Responsibility (CSR), Electronic HRM (E-HRM), work-life balance (WLB), green policies and extra care program.[46]
29. Lim Kah Boon, Yeo Sook Fern, Cheah Chew Sze, Stanley (2012) in their study on "Factors Affecting Individual Job Performance" explained that the factors that affect the job performance among working adults at workplace, there are five variables income, rewards and incentives, workplace environment, work-family, employee's personality that used to determine the job performance of working adults at workplace in today's society.[47]
30. Dickson (2010) in his study "Promoting sustainable event practice: The role of professional associations." stated that with the underlying notion of sustainability being the ability to meet the needs of today while protecting and enhancing opportunities for the future.[48]

RESEARCH GAP

The researcher has gone through many studies and found adequate gap as there are only few specific studies which have been done related to this specific topic**.** Green human resource management literature is much available and relevant in western countries but in Asian countries like India literature is limited. There is significant potential to study, which will also be beneficial and this is an important

gap for the study. Thus, the proposed research will contribute in the field of business, environment and society and will be beneficial for everybody at large.

NEED OF THE STUDY:

Today, organizations are more concerned about social and environmental aspects because the economic performance of a company is no longer considered solely as corporate success. So organizations have stepped into green HRM practices which yield sustainable return.

Information Technology (IT) is not itself a big part of the problem as it is estimated to contribute only a small percentage of global carbon emissions. But it can be a big part of the solution as companies are now leveraging Information Technology capabilities to facilitate sustainability initiatives across the business world in new areas including fleet management, paperless billing and facility management. In IT industry due to heavy work load and high targets, employees are not aware about the environment. The lack of responsibilities and consciousness among the employees to protect the environment will be long term cost for organizations. As IT sector is facing a big problem of employee retention and studies say that green human resource management reduces the attrition rate.

Indian information technology industry is world's largest exporter and gives highest contribution in Indian GDP from 1.2% in 1998 to 7.7 % in 2017. It has approx. 3.9 million people as employees which are the largest number of employees in private sector.[49] Along with that information technology industry is giving highest contribution in sustainability by adopting green human resource practices in recruitment, training, performance appraisal, employee engagement and reward. These practices help in reducing the paper wastage, transport expenses, pollution, healthy work environment, employer branding, conserving time and energy.

In 2018 the National Guidelines on Responsible Business Conduct (NGRBC) has been formed to guide businesses to assess the impact of its operations and products on environment by adopting green practices to mitigate its adverse impacts.

This study will help in identifying whether the organizations actually are going green or just making an image in the market by pretending to be green.

OBJECTIVES OF THE STUDY:

The proposed study intends to have the following objectives:

1. To identify prevailing green human resource practices in selected companies.
2. To study the factors affecting prevailing green human resource practices in selected companies.
3. To analyze the impact of prevailing green human resource practices on job performance in selected companies.
4. To suggest appropriate action plan based on SWOT analysis.

CONCEPTUAL FRAMEWORK OF GREEN HUMAN RESOURCE MANAGEMENT PRACTICES:

On the basis of literature review conceptual framework of proposed research has been prepared by the researcher. Human resource management practices have been extracted from second edition of HRM Best Practices 2017 by Dun & bradsteet and sodexo. It suggests five groups of human resource practices namely: Recruiting, Welcoming, Living, Growing and Rewarding. In this framework the researcher will identify how these groups of human resources practices contribute as green and how it affects the job performance of employees.

Green Recruiting: Researcher will study green way of finding candidates and hiring best talent on the bases of their environmental knowledge, green skill and attitude and would analyze its impact on job performance.

Green Welcoming: Researcher will study the impact of sharing knowledge of green mission, strategy and practices in induction and orientation program along with the impact on job performance.

Green Living: Researcher will undertake the impact of engaging employees at workplace and retaining them and increasing employee interest at their workplace by managing change management, to have combined effect on job performance.

Green Growing: Researcher will study green methods of training, green process and material for green knowledge sharing related to job, health and safety, talent development and its impact on job performance.

Green Rewarding: Research will study monetary, non-monetary and recognition based environmental reward system and reward on the bases green initiatives, green welfare and green corporate social responsibility and its impact on job performance.

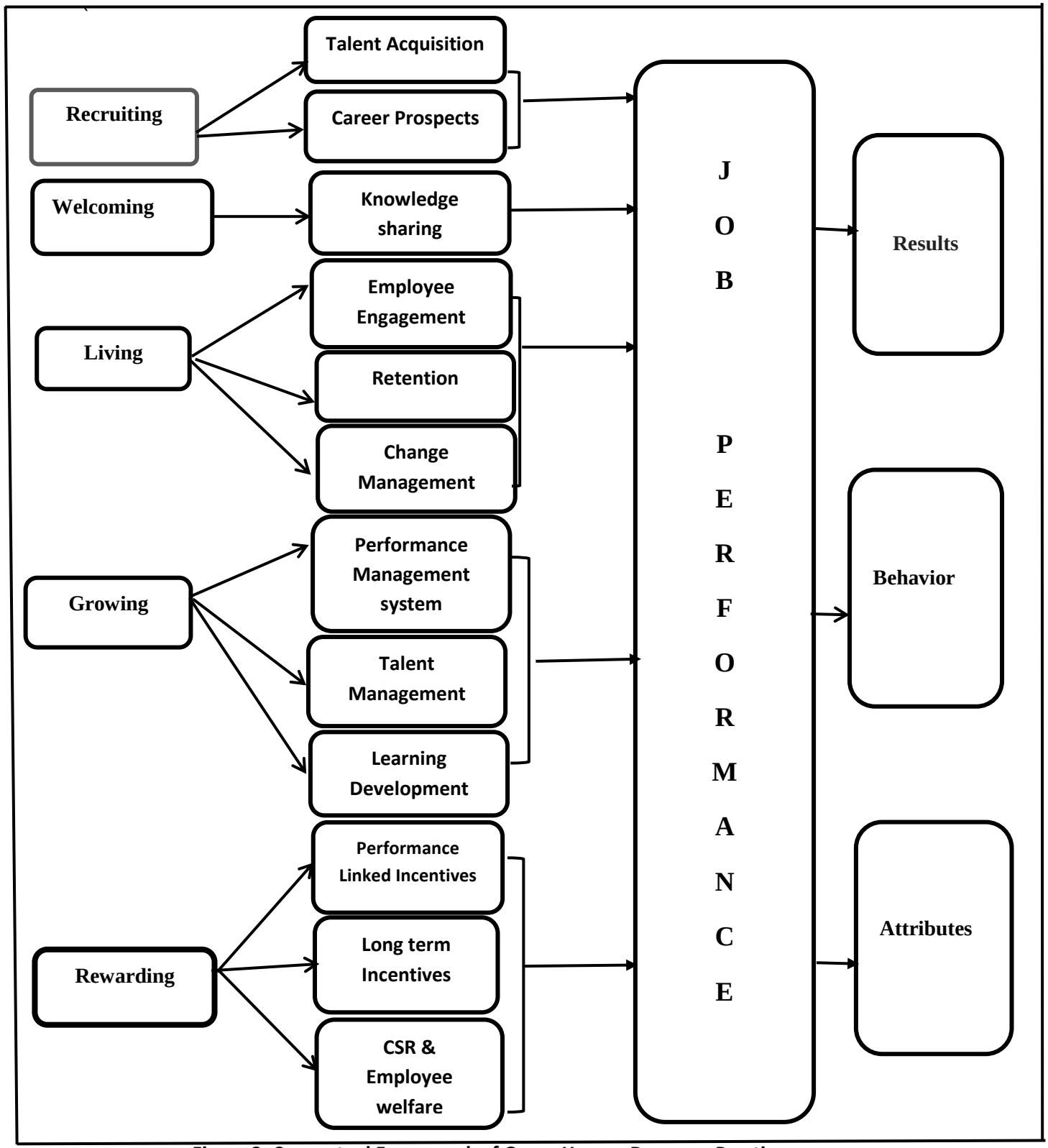


Figure 2: Conceptual Framework of Green Human Resource Practices

HYPOTHESES:

The researcher would like to test the validity of the following null hypotheses with reference to above stated objectives:

H_{01}: There is no significant difference between prevailing green human resource practices of the selected companies.

H_{A1}: There is significant difference between prevailing green human resource practices of the selected companies.

H_{02}: There is no significant difference between factors affecting prevailing green human resource practices in selected companies.

H_{A2}: There is significant difference between factors affecting prevailing green human resource practices in selected companies.

H_{03}: Green human resource management practices and job performance are independent to each other.

H_{A3}: Green human resource management practices and job performance are dependent to each other.

RESEARCH METHODOLOGY:

This research aims at studying and assessing the various green human resource practices in the selected companies and suggesting the pragmatic measures for green practices to enhance overall performance. The research will be descriptive and analytical in nature.

Scope of the study:

According to Indian Briefing From Dezan Shira & Associates, Delhi NCR is fast emerging as India's foremost information technology destination. The researcher has chosen top three information technology companies namely TCS, Infosys and Wipro in national capital region of India on the basis of rank given by Indian Brand Equity Fund trust which is established by the Department of Commerce, Ministry of Commerce and Industry, Government of India.[50]

Sample size:

As adequate data of employees strength in national capital region is not given on website of companies, the researcher has found the strength of employees of TCS and Wipro from LinkedIn and the strength of employees of Infosys by telephonic conversation with Pune HR department. Number of employees in TCS, Infosys and Wipro in national capital region are approx. twenty thousand, five thousand and

ten thousand respectively. The sample size is finite so the following sample size formula for finite population will be used to arrive at a representative number of respondents (Bill Godden, 2004):

$$SS = \frac{Z^2 \text{ x } p\ (1\text{-}p)}{M^2}$$

$n = \{1.96^2 \times 0.5(1\text{-}0.5)\} \div 0.05^2$

$n = (3.8416 \times 0.25) \div 0.0025$

$n = (0.9604) \div 0.0025$

$n = 384$

As sample size is finite population (where the population is less than 50000)

New SS =SS/ 1 + [(SS − 1)/Pop]

Pop = Population (35000)

NEW SS = 384 / [1+[(384 -1)/35000] }

= 384/1.01

= 380.1 (Approx. 381)

Where:

SS= Sample Size for infinite population (more than 50,000)

Z = Z value (e.g. 1.96 for 95% confidence level)

P = population proportion (expressed as decimal) (assumed to be 0.5 (50%) since this would provide the maximum sample size).

M = Margin of Error at 5% (0.05)

Sample Composition:

Sample composition of the study consists of total 381 respondents from three related companies as per the following table:

S.No.	Name of company	No. of respondents
1.	TCS	127
2.	Infosys	127
3.	Wipro	127
Total Sample Size		**381**

Sampling Technique

The researcher intends to use stratified random sampling and judgmental sampling in order to achieve true representation of the population:

Data Collection

The data collection for the proposed research will be based on both primary and secondary data. Primary Data will be collected from the respondents with the help of a self-structured questionnaire and the secondary data will be collected from journals, magazines, books, reports and websites related to the study.

Statistical Tools for Analysis:

For data analysis and hypotheses testing the researcher would like to use Chi-Square Test, Factor Analysis, ANOVA and other suitable tests as per research requirements.

S. No.	Objectives	Hypotheses	Statistical Tools
1	To identify prevailing green human resource management practices in selected organizations.	There is no significant difference between prevailing green human resource management practices of the selected companies.	ANOVA
2	To study the factor affecting of prevailing green human resource management practices in selected organization.	There is no significant difference in effect of factors affecting prevailing green human resource management practices in selected companies.	Factor Analysis
3	To analysis the impact of prevailing green human resource management practices on Job Performance in selected organizations.	Green human resource management practices and job performance are independent to each other.	Chi-Square

Reliability and Validity

The test of reliability to be used by the researcher is Cronbach's coefficient alpha (Cronbach's alpha) which will test the consistency of respondent's answers for all the items in the measurement.

PROPOSED OUTLINE OF THE STUDY:

The proposed study will contain the following chapters:

Chapter 1: Introduction

Chapter 2: Review of Literature

Chapter 3: Research Methodology

Chapter 4: Data Collection and Analysis

Chapter 5: Results and Suggestions

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